Government Information Center

2007 Strategic Roadmap

MIAMI-DADE
COUNTY

Executive Summary

Information has clearly become the cornerstone of our post-modern way of life. In this information-driven society, where media and immediacy rule, the creation, distribution, use, and manipulation of information carries significant economic, political, and cultural impact. In a bold move to harness the demands of this multifaceted landscape, Miami-Dade County created the Government Information Center (GIC) in 2006.

By integrating vital service delivery channels and developing a unique expertise in the management of information, the County positioned itself to present an enterprise-wide standard of excellent customer service. In fulfilling the promise of this shift toward seamless government service delivery, GIC has developed this three-year Strategic Roadmap. Within this document, the departmental commitment to improve customer service across the enterprise is represented by **3 strategic goals**:

- **To increase access to government information and service**
- **To improve the quality of information delivery by making it timely, accurate, consistent, and increasingly simple to access**
- **To increase accountability for delivering customer service across the enterprise**

Focused on the customer experience and leveraging the collective field knowledge arising from a consolidated approach to information delivery, GIC understands that any individual touchpoint can affect the overall relationship a customer has with Miami-Dade County. Therefore, every product innovated by the GIC team centers on improving the public interface with government. The initiatives outlined in this plan touch on common themes that highlight this customer-driven intent – multi-channel access, single source content management, collaboration, one-stop-shop solutions, information transparency, and best practice standards.

GIC's Strategic Roadmap is a blueprint for an integrated information hub. The realization of this vision will be measured against one principal mission – to improve customer service in Miami-Dade County.

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> *Every product innovated by the GIC team centers on improving the public interface with government.*

Building the Government Information Center (GIC)

Consolidating several existing technology-driven initiatives, including the miamidade.gov web portal and the 3-1-1 Answer Center, the formation of GIC was an outcome of the countywide effort to emphasize customer service delivery. Since then, the impact of the Government Information Center, having managed a variety of enabling service delivery channels and reporting efforts, has resonated throughout the Miami-Dade County enterprise. Its service offerings touch on an array of business processes, creating a distinct vantage point that positions GIC as a valuable ally to stakeholders. Increasingly in the Information Age, both residents and key County decision makers look toward one-stop-shop solutions that address the challenges associated with service delivery in this dynamic community. In Miami-Dade County, where the landscape is complex and rich with information, the building of GIC is essential to meeting this rising need.

Staying on the cutting edge requires an ability to adapt. Committed to sustaining its visionary, pioneering posture, GIC's function within Miami-Dade continues to evolve. The integration of service channels has created new efficiencies, particularly with regard to content management. Innovative technology has created a framework for centralized data, increasing the flow and consistency of information across the enterprise. GIC has seized this opportunity, moving beyond technological design and implementation, developing a number of reporting strategies to assist departments as they measure their performance. Supplementing miamidade.gov and the 3-1-1 Answer Center, GIC's Customer Service Advocacy (CSA) group was created to assess customer service delivery and provide actionable recomendations to improve customer service delivery across the enterprise.

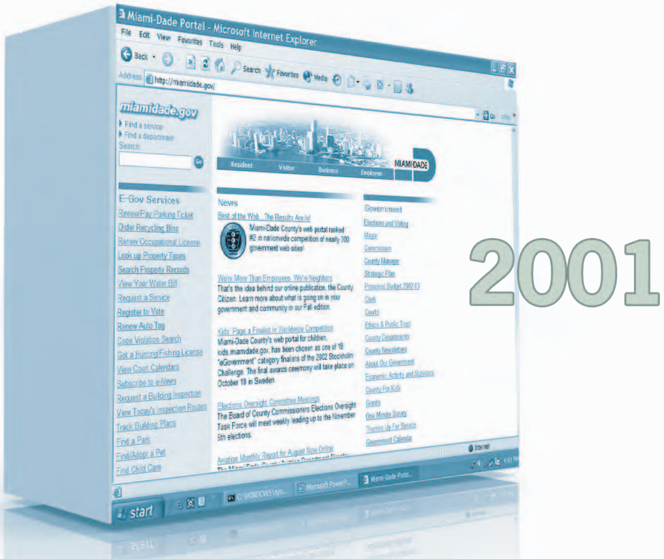
> *Its service offerings touch an array of business processes, creating a distinct vantage point that positions GIC as a valuable ally to stakeholders.*

The Road We've Traveled

The concept of GIC began in 2001 with the vision of developing multi-channel access to government information and services through enhanced technology we call "portals" and through citizen-centric customer service delivery. During the next five years, steps were taken, some big and some not so big, to make this vision a reality.

Step 1: Web Portal

At the height of the Internet Revolution, it became clear that the development of an enterprise-wide County website was essential to delivering excellent customer service to Miami-Dade County residents. In 2001, a team of three was formed to brand County websites and begin creating a seamless window into Miami-Dade County government via the Internet. In just a few short months, the County's web portal, miamidade.gov, was launched.


Miami-Dade Portal - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back
Search
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Address http://miamidade.gov/
miamidade.gov
Find a service
Find a department
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Visitor
Business
Employee
MIAMI-DADE
E-Gov Services
Review/Pay Parking Ticket
Order Recycling Bins
Renew Occupational License
Look up Property Taxes
Search Property Records
View Your Water Bill
Request a Service
Register to Vote
Renew Auto Tag
Code Violation Search
Get a Hunting/Fishing License
View Court Calendars
Subscribe to e-News
Request a Building Inspection
View Today's Inspection Routes
Track Building Plans
Find a Park
Find/Adopt a Pet
Find Child Care
News
Government
Elections and Voting
Mayor
Commission
County Manager
Strategic Plan
Proposed Budget 2002-03
Clerk
Courts
Ethics & Public Trust
County Departments
County Newsletters
About Our Government
Economic Activity and Statistics
County For Kids
Grants
One Minute Survey
Thumbs Up For Service
Government Calendar
Internet
start
C:\WINDOWS\sys...
Microsoft Power...
Miami-Dade Porta...
2001

Best of the Web...The Results Are In!

Miami-Dade County's web portal ranked #2 in nationwide competition of nearly 300 government web sites!

We're More Than Employees. We're Neighbors

That's the idea behind our online publication, the County Citizen. Learn more about what is going on in your government and community in our Fall edition.

Kids' Page a Finalist in Worldwide Competition

Miami-Dade County's web portal for children, kids.miamidade.gov, has been chosen as one of 19 "eGovernment" category finalists of the 2002 Stockholm Challenge. The final awards ceremony will take place on October 10 in Sweden.

Elections Oversight Committee Meetings

The Board of County Commissioners Elections Oversight Task Force will meet weekly leading up to the November 5th elections.

Aviation Monthly Report for August Now Online

During the next five years, miamidade.gov grew significantly in size and magnitude. Today, the Miami-Dade County web portal consists of more than 200 websites and 20,000 pages of information. Significant technological advancements have been made to it since that time, which have made it one of the most innovative and nationally recognized government web portals. Web portal advancements introduced since its inception include:

- Integration with GIS applications providing users map-based information, e.g., property sales, land use, crime, sexual offenders/predators
- Portal content management enabling departments to manage their own content, and which provides GIC the capability of more efficiently implementing portal enhancements across the enterprise
- Portal personalization through registration providing users custom content, and providing the County the ability to direct market County services and programs to its residents
- Enterprise County Calendar providing a single, dynamic listing of all County events
- Portal Government affinity group providing users a single, convenient place to find information about the County legislative process
- Collaborative sub-portals providing user groups one-stop-shopping, e.g, Buildit, Housing Central, and go.miamidade.gov
- Miami-Dade TV On-Demand and Webcasting providing a new outlet for County Cable TV programming, and a new and enhanced visual communications tool for the enterprise
- eCommerce including self-service access to county public records

The Road We've Traveled (Continued)

Step 2: Phone Portal

With miamidade.gov well on its way, the next logical step was to whittle down the more than 900 County telephone numbers the public was expected to call for information to one, easy-to-remember, three-digit number: 3-1-1.

This massive effort began in 2003, in partnership with the City of Miami. During the next 18-months, the 3-1-1 call center was built. This included the development of the technical and operational infrastructure, the building of the 3-1-1 knowledge base, and staffing. In November 2004, the "soft launch" of 3-1-1 was implemented for the purpose of testing the 3-1-1 systems and operations. The system was "live," but announced only to County employees.

In September 2005, 3-1-1 was officially launched to the public. From the start, 3-1-1 established its value to the residents of the County by successfully serving as the publicized number for the Miami-Dade County Emergency Operations Center during the activation of Hurricane Rita.

Since then, the 3-1-1 knowledge base was further developed, enabling 3-1-1 to handle virtually all public requests for information on County services as well as a number of state, federal and municipal services. Numerous County departments including Team Metro, Animal Services, Public Works, Property Appraiser and the Tax Collector began redirecting their calls to 3-1-1. In addition, the 3-1-1 service intake and reporting system was implemented through the Animal Services, Public Works, and Team Metro departments, enabling the tracking and closure of service requests. Since its public launch, 3-1-1 monthly call volume increased 46 percent to 147,000 in September 2006.

While 3-1-1 is still in its infancy, it is well on its way to becoming the one number for government service, serving all of Miami-Dade County.

The Road We've Traveled (Continued)

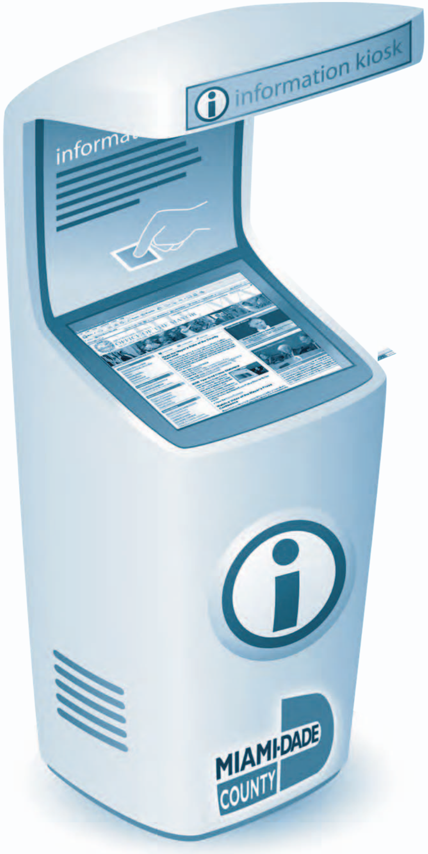
Step 3: Closing the Customer Experience Loop and the Beginnings of a "Third Portal"

The creation of 3-1-1 required a substantial amount of coordination as departments began to integrate their call centers. The formation of this new service channel produced opportunities to manage a number of new and existing departmental service requests. In order to facilitate integration and the management of a varied collection of service requests, the Customer Service Advocacy (CSA) unit was created. The CSAs would come to understand business processes in order to evaluate the customer interface with departments, identifying opportunites for improvement.

Before the end of 2006, the Office of Strategic Business Management (OSBM) transferred the countywide market research function, including the Countywide Secret Shopper Program and an array of survey initiatives, to the CSA unit. This new charge would extend the reach of the Government Information Center by establishing a centralized funneling of enterprise information. This focus and resulting access would allow the CSAs to offer enterprise customer service consultation and quality assurance in addition to service channel support.

This latest service effectively began to pave the way for the closing of the customer experience loop. Access to solid data about the County's relationships with its customers would be augmented by a number of technological initiatives to consolidate Countywide information. The idea of a "Third Portal" began to take shape.

With the presence of these new networks of information and streamlined service delivery, of the "in-person" experience, as dramatic in impact as the Internet and 3-1-1 had been, could now be imagined and realized. The Third Portal would create one-stop-shop service centers, empower frontline staff across the enterprise with real-time informational resources, and establish informational kiosks throughout Miami-Dade County – all of these initiatives serving to give citizens more convenient full-service and self-service options.



Strategic Goal # 1

To increase access to government information and service

Value-add for Key Stakeholders

Miami-Dade County departments and partner agencies:
Increased opportunities to communicate messages and provide services
Improved operating efficiencies through a consolidated approach to service delivery

County residents and visitors:
A “borderless” government environment and a seamless user experience with full-service and self-service options

Elected officials, the County Manager’s Office, and departmental executive staff:
Streamlined service delivery processes that transcend traditional perceptions of inefficient government service

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies:* *
Expansion of 3-1-1 Service: In order to fulfill the end-state vision for expanded 3-1-1 services, a larger facility must be acquired. The current location will not accommodate further staffing growth beyond the second quarter of FY 06-07 with the consolidation of the Transit Call Center. **See Appendix B*	■ Acquisition of space in the Lightspeed Building or other County facility to allow for the expansion of 3-1-1 ■ Consolidation of major call centers ■ Continued integration of high profile customer service areas including partnerships with other government agencies	■ Complete acquisition and transfer of 3-1-1 operations to new space by end of FY07-08 ■ Complete consolidation of major call centers by FY 09-10 ■ Addition of high-profile customer service areas, municipalities and other agencies will be ongoing through FY 09-10	■ GSA ■ ETSD ■ OSBM ■ CMO

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Strategic Goal # 1 (Continued)

To increase access to government information and service

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies:* *
Service Direct: Full implementation of ServiceDirect, an online service request intake application that will integrate with CSR and supplement the 3-1-1 service channel, creating a new avenue for self-service.	■ Successful deployment of the ServiceDirect application ■ Active usage of the application upon deployment	■ ServiceDirect will be available for use by the end of the 3rd quarter of FY 06-07. The Employee Eyes and Ears Program will serve as a pilot test group. ■ Full implementation on miamidade.gov will be completed by 1st quarter FY 07-08	■ ETSD
Marketing of GIC Service Channels: Promotion of GIC service channels through targeted marketing efforts, delivery of best-practice, high-quality services, and continued alignment of our strategic initiatives with the goals of Miami-Dade County.	■ Increased public awareness of service channels including 3-1-1 and miamidade.gov ■ Increased internal awareness of GIC purpose and mission across the enterprise	■ Implementation of strategic marketing and awareness plan during the FY 06-07	■ Communications ■ Outside Vendors ■ Client Departments ■ Executive Management
Mobile Device Initiative: Enhancement of the online service channel, allowing users to access the portal with views tailored to mobile devices.	■ Increased usage of portal through mobile devices	■ The initiative will be deployed to a pilot group in FY 07-08	■ ETSD

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Strategic Goal # 1 (Continued)

To increase access to government information and service

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies: **
Design and Bundle GIC Services: Design and market service options to departments and external entities that leverage the customer service products and tools available through GIC. Additionally, implement GIC Master Service Level Agreements (SLA).	■ Produce marketing materials and begin the promotion of the GIC service portfolio by FY 07-08 ■ Design and implement boilerplate SLAs for services and/or packages	■ Begin promotion of service portfolio by end of FY 06-07 ■ Introduce Master SLAs for GIC services and/or packages in 4th quarter of FY 06-07 ■ Implement signed Master SLAs for FY 08-09	
Florida 3-1-1 Coalition and Grant Funding Opportunities: Continue active membership in the Florida 3-1-1 Coalition in the pursuit of favorable legislation that creates a matching State grant program to fund new and existing 3-1-1 non-emergency operations statewide.	■ Passage and funding of State level legislation during the 2007 legislative session	■ 2007 State Legislative Session	■ Other Counties' Municipalities ■ Intergovernmental Affairs

(*) see Appendix for abbreviation detail

Strategic Goal # 2

To improve the quality of information delivery by making it timely, accurate, consistent, and increasingly simple to access

Value-add for Key Stakeholders

Miami-Dade County departments and partner agencies:
Evolved content management strategies that create efficiencies with regard to data entry and maintenance
New opportunities for collaboration within the enterprise
Standards and protocols for consistent service delivery, improving relationship with residents

County residents and visitors:
Improved inquiry resolution, usability, and consistency of information across service channels
Enhanced choices for service delivery

Elected officials, the County Manager's Office, and departmental executive staff:
Enriched management processes through technologies that streamline employee workloads
Streamlined service delivery processes that transcend traditional perceptions of inefficient government service

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies:* *
Portal 3.0: Review and revise information architecture of miamidade.gov; resulting in the next evolution of the web portal.	■ Increase in usage and subscriptions ■ Implementation of new or enhanced service level agreements with clients ■ Improved 3-1-1 EOC operations and content integration facilitated by Oracle DB-driven enhancements to web portal	■ Pilot deployment by end of FY 06-07 ■ Funding has been requested for full deployment by the 1st quarter of FY 07-08	■ ETSD ■ EOC

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Strategic Goal # 2 (Continued)

To improve the quality of information delivery by making it timely, accurate, consistent, and increasingly simple to access

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies: **
eNet: Deployment of a Miami-Dade County application that will serve as the hub for employee networking and collaboration.	■ Usage and positive feedback from the 10,000 pilot users ■ Expansion of the application to support business processes	■ Launch in 2nd quarter of FY 06-07 for first 10,000 users ■ Funding has been requested to launch to an additional 10,000 users in FY 07-08	■ ETSD ■ ERD ■ Communications
Portal-Knowledge-Base Integration (PKBI): Develop and implement a single content management solution for the web portal and 3-1-1 information, ensuring consistency and accuracy across channels.	■ Accuracy of user or call specialist searches ■ Efficiencies found in streamlining content management; updating once not twice	■ Complete model for integrated content management system by 3rd quarter of FY 07-08 ■ Full implementation of single solution content management system by FY 09-10	
CSR Mobile: Deployment of the CSR Mobile application that allows field workers to wirelessly connect from field operations into the CSR system, allowing real-time opening and closing of service requests.	■ Decrease in administrative time associated with the closure of service requests ■ Increased closure rate within the goal set by department ■ Realization of resource allocation efficiencies based on rapid response design of application	■ A CSR Mobile pilot study is scheduled for FY 06-07, dependent CSR 3.10 implementation ■ Funding has been requested for full implementation of CSR Mobile in FY 07-08	■ ETSD

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Strategic Goal # 2 (Continued)

To improve the quality of information delivery by making it timely, accurate, consistent, and increasingly simple to access

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies: **
Collaborative Sub-Portals: Facilitate collaboration amongst departments by consolidating related online information into specialized, one-stop-shop sub-portals. Examples include: ■ Build It ■ Housing Central ■ Go.miamidade.gov	■ Positive feedback from targeted stakeholder groups ■ Active usage of new sub-portals.	■ Ongoing implementation should be completed by the end of FY 07-08	■ Building ■ BCC ■ PA ■ MDHA ■ MDT

(*) see Appendix for abbreviation detail

Strategic Goal # 3

To increase accountability for delivering customer service across the enterprise

Value-add for Key Stakeholders

Miami-Dade County departments and partner agencies:
Recurring, solution-driven reporting leading to new viewpoints of organizational business processes, public perception, and ultimately, effectiveness.

County residents and visitors:
An amplified public voice, conveyed through ongoing custom research initiatives, such as the Countywide Secret Shopper Program, the Resident Satisfaction Survey, and quality assurance efforts.

Elected officials, the County Manager's Office, and departmental executive staff:
Streamlined service delivery processes that transcend traditional perceptions of inefficient government service.

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies: **
ServiceStat: Enhance the existing ServiceStat application to provide real-time reporting capabilities, more precise service delivery dates, integration with the enterprise Active Strategy tool and additional features that increase functionality.	▪ Increased number of active ServiceStat users upon completion of the enhancements ▪ Successful integration with Active Strategy	▪ Enhancements should be tested and deployed by the end of FY 06-07	▪ ETSD ▪ TM ▪ CMO ▪ ASD

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Strategic Goal # 3 (Continued)

To increase accountability for delivering customer service across the enterprise

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies: **
Countywide Custom Research Function: Consolidate and redevelop countywide market research functions under GIC, to include: ▪ The redesigned Countywide Secret Shopper Program ▪ Resident Satisfaction Survey ▪ Experience Immersion Initiatives (e.g. Employee Eyes and Ears Program) ▪ Research support for department-driven survey initiatives	▪ Successful deployment of programs ▪ Enterprise awareness of GIC's role in the countywide market research function	▪ Redesign and deploy the Countywide Secret Shopper Program beginning in FY 06-07 ▪ Design and deploy third version of the biennial Resident Satisfaction Survey for FY 07-08 ▪ Offer additional consulting services for a fee to client departments by the end of FY 06-07 ▪ Implementation of Phase 1 of the Experience Immersion Program in conjunction with the Employee Eyes and Ears program in the 4th quarter of FY 06-07	▪ OSBM ▪ Executive leadership ▪ Client Departments
Web Trends: Enhance current web statistics tool to better collect and analyze the portal user experience, which is then applied to produce continuous improvement and enhancement of the online experience	▪ Implementation of a user trend tracking system and collection of data upon implementation	▪ Deployment of software upgrades by 4th quarter of FY 06-07	▪ ETSD

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Strategic Goal # 3 (Continued)

To increase accountability for delivering customer service across the enterprise

Strategic Priorities and New Initiatives

Description:	*Measurements of Success:*	*Timeframe:*	*Dependencies:* *
Quality Assurance Programs: Sharpen quality assurance (QA) efforts across the department to reflect client needs, highlight opportunities for improvement, and increase accountability. Strategies will include: ▪ The Closed Loop Program ▪ 3-1-1 Secret Shops ▪ Online feedback surveys ▪ QA training for front-line staff ▪ Call recording ▪ Reverse 3-1-1	▪ Increasingly favorable ratings in future customer satisfaction analysis for areas targeted by quality assurance efforts	▪ Implementation of monthly and/or quarterly QA training sessions will being in FY 06-07 ▪ GIC will begin deploying additional QA options for client departments and the enterprise by the end of FY 06-07	▪ Florida International University – Metropolitan Center ▪ Market Research Vendor Pool
Expanded Customer Service Consultancy: GIC will develop services that are designed to assess County performance; assisting departments in interpreting service data and translating it into actionable plans that meet the challenges of better serving the community	▪ Department's solicitation of GIC CSA services, e.g., specialized QA and end-to-end customer assessment projects	▪ Implementation of a full service consultancy portfolio by FY 07-08	

(*) see Appendix for abbreviation detail

Priorities and Initiatives Continued »

Future Outlook

The continual refinement of information countywide is a fusion of art and science, demanding technological innovation, carefully crafted messages, and intuitive communication mechanisms that resonate with the audience. GIC will continue to apply these principles as it endeavors to execute its mission to improve customer service across the enterprise. Leveraging experience it has acquired through the integration of the service portals it manages, the departmental vision for the next three years will be augmented by strategies that move to realize a complete customer service experience.

Major infrastructure and technological enhancements will be deployed over the next few years in order to increase the reach of the three portals. In turn, this will increase access to quality information throughout the County.

- The 3-1-1 Answer Center plans to increase hours of operation, develop relationships with new departments, improve telephony technology, and enhance emergency activation support.
- The 3rd version of the award-winning web portal will be launched. Meanwhile, GIC will be designing technologies that integrate 3-1-1 data with web-based systems, improving the consistency of information and creating a seamless customer service experience.
- Taking responsibility over the Countywide market research function, GIC is designing and preparing deployment of a wide range of reporting products that provide policymakers and stakeholders a clearer picture of Miami-Dade County. From needs assessments to real-time service request reporting through ServiceStat, the focus on best practice strategies and technology will serve to drive improved services and accountability.

A number of stakeholders will benefit from this collective expertise. Existing service offerings from GIC will be enhanced to fulfill the unique needs of municipalities throughout the county. Departments will find advantages in refined service delivery channels. County employees will discover new collaborative tools as they explore the possibilities available through GIC products like e-Net.

Moving beyond the current efficiencies created through GIC's consolidated approach to service delivery, a final frontier awaits advancement – the integration of the in-person experience. Conceptually referred to as the "Third Portal," this visionary initiative will strive to fulfill the promise of a complete customer service experience. Imagining a countywide move toward kiosks, one-stop-shop service centers, and an empowered front-line staff tapped into a shared information network, the Third Portal will build from the lessons learned through GIC's existing service delivery channels. This bold undertaking, finalizing a clear vision for improved information delivery, will set a new standard for excellent customer service in government.

Appendix A: Critical Success Factors

The following is a list of focus areas essential to GIC's success over the next three years:

Facilities

Currently, divisions of GIC are housed in multiple locations throughout Miami-Dade County. The Customer Service Development (CSD) division and the department's administrative staff are housed on the 17th floor of the Stephen P. Clark Center. The main 3-1-1 call center is located on the 2nd floor of the Elections Building. A second, satellite call center is located at the Emergency Operations Center. This center currently houses Call Specialists dedicated to Miami-Dade Transit (MDT) customer service. In February 2007, 3-1-1 integrated MDT customer service. The addition of the MDT staff has stressed current space allocations for the 3-1-1 Answer Center, limiting the unit's ability to integrate new departments and initiate new services. Plans for expansion include a necessary move to the state-of-the-art Lightspeed building. GIC is dependent on finalization of the Lightspeed project by the General Services Administration (GSA) in order to meet critical enterprise objectives in the coming years.

Staff Turnover

Due to the nature of a call center environment, challenges are to be expected with regard to staff turnover; primarily with the 3-1-1 Answer Center Specialists. To ensure that staff turnover is kept to a minimum, management will need to establish employee development strategies, develop meaningful yet practical incentives, and neutralize job-related stress and burn-out. Success in reducing staff turnover must be balanced with the objective of upholding established levels of performance and maintaining high levels of efficiency. A creative approach to foster employee morale will be critical in order to retain qualified, trained, and motivated staff.

Succession Planning

Succession planning is crucial to ensure continuity in the day-to-day operation as well as the long-term success of the department's goals and objectives. Initial emphasis must be placed in the recruitment and selection of key personnel. Careful consideration must be given to current staff in order to identify suitable candidates for growth and promotions. To this end, management will need to secure effective training and coaching techniques, facilitate effective communication and dissemination of information, as well as foster a nurturing environment for growth and innovation.

Appendix Continued »

Appendix A: Critical Success Factors (Continued)

Funding

Initial funding for the implementation of the 3-1-1 Answer Center was made possible primarily through Capital Bonds. Future capital needs for the 3-1-1 Answer Center will compete with the capital needs of all County departments that are endorsed for funding based on Countywide priorities and initiatives. Consequently, GIC must vigorously pursue legislative efforts that would establish a source of State grant funding in support of the 3-1-1 Answer Center. If approved by the State, the County could apply for up to $2.5 million to further the development and operation of a multi-jurisdictional 3-1-1.

Additionally, a funding model to include progressive service level agreements and pricing structure must be developed for continued integration and provision of services to other County departments and municipalities. The funding model will be used to identify possible service delivery models for 3-1-1 and Web Portal services as well as establishing associated technology services to include infrastructure, maintenance, and development.

Capital funding is essential for the upgrade of technologies used to support the 3-1-1 Answer Center functions and the County's Web Portal initiatives. Without the necessary infrastructure, expansion and enhancement in the two areas will not be possible without potentially compromising the current level of service that citizens benefit from today.

Operating funds for GIC are equally vital to continue the day-to-day operation of the two service channels. GIC's primary concern will be to; proactively identify efficiencies in business processes, both internally and externally; identify efficiencies through technology and automation; and develop methodologies for effectively measuring efficiencies. Critical to its success, the department will need to continue demonstrating, maintaining, and developing efficiencies in its operation.

Appendix B: 3-1-1 Expansion

The end-state vision for 3-1-1 includes the consolidation of all major County call centers, expansion of partnerships with municipalities and other government agencies, and increasing the ease of access to County services and programs. Since November 29, 2004, 3-1-1 has increased services and brought government information to the masses. In FY 05-06, extended hours were approved in the Adopted Budget allowing 3-1-1 to introduce weekend hours. By FY 06-07, the hours of operation were extended further to include services from 6 a.m. to 10 p.m. Monday through Friday and 8 a.m. to 8 p.m. on Saturday and Sunday. This further extension of hours has allowed 3-1-1 to steadily reach a greater number of residents that many not have been able to access government services during normal business hours. Additionally, the number of services which can be accessed through 3-1-1 has also increased since November 2004.

Integration of County services and programs into 3-1-1 requires a great deal of planning and preparation. Currently 3-1-1 is working with several departments and programs to plan for future integration. Planning is not only vital for the success of 3-1-1, but also for the entire enterprise to realize the efficiencies that 3-1-1 can create in business processes.

Expansion Schedule for 3-1-1 Answer Center

FY 05-06:

- Solid Waste Department Customer Service Division
- Miami-Dade Housing Agency Section 8 Customer Service Line
- Miami-Dade Housing Agency Private Rental Housing
- Elections Registration Section
- Department of Human Services School Readiness Program
- Cultural Affairs Golden Ticket Program
- Countywide Illegal Dumping Initiative

FY 06-07:

- Transit (Phase 1)
- Miami-Dade Police Department Non-emergency Integration (limited services in a phased approach)
- Property Appraiser Senior Exemption
- Property Appraiser Tangible Property Tax
- Property Appraiser Widower Exemption
- Public Works Traffic Signs and Signals Division
- Employee Relations Department Resume Submission Process

FY 07-08:

- Tax Collector Local Business Tax Unit (previously called Occupational Licenses Unit)
- Consumer Services Department Price Gouging Program
- Consumer Services Department Cable Television Complaint Program
- Water and Sewer Department Customer Service Unit
- Water and Sewer Department New Account Unit
- Expanded Miami-Dade Housing Agency services

Appendix C: Abbreviations

ASD	Animal Services Department
BCC	Board of County Commissioners
CMO	County Manager's Office
EOC	Emergency Operations Center
ETSD	Enterprise Technology Services Department
GSA	General Services Administration
MDHA	Miami-Dade Housing Administration
MDT	Miami-Dade Transit
OSBM	Office of Strategic Business Management
PA	Property Appraiser
TM	Team Metro